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ABSTRACT

Two land-grant universities cooperated with the Extension Service and the National Agricultural Library to identify the knowledge and research base of Extension 4-H Youth Development education and to abstract/compile the foundation materials to strengthen research-based 4-H youth development education throughout the United States. The resources were subsequently sorted for the use of educators according to five basic component areas that comprise the identified knowledge base from which 4-H youth development proceeds: communication, educational design, youth development, youth program management, and volunteerism. This annotated bibliography was created by searching the AGRICOLA database and focuses on youth program management. Subjects include: (1) administrative planning; (2) organization; (3) human resource management; (4) control and budgeting; (5) marketing; (6) resource development; (7) recruitment and retention of members and agents; (8) child development theories; (9) organizational behavior; and (10) marketing. In addition to being accessible electronically, hard copies of the publications are also available through the interlibrary loan system of university and local libraries. Directions for obtaining cited documents are provided. (ABL)

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A Professional Research and Knowledge Taxonomy for Youth Development: Youth Program Management

Sandra L. Facinoli
Youth Development Information Center

Revised September 1989

National Agricultural Library
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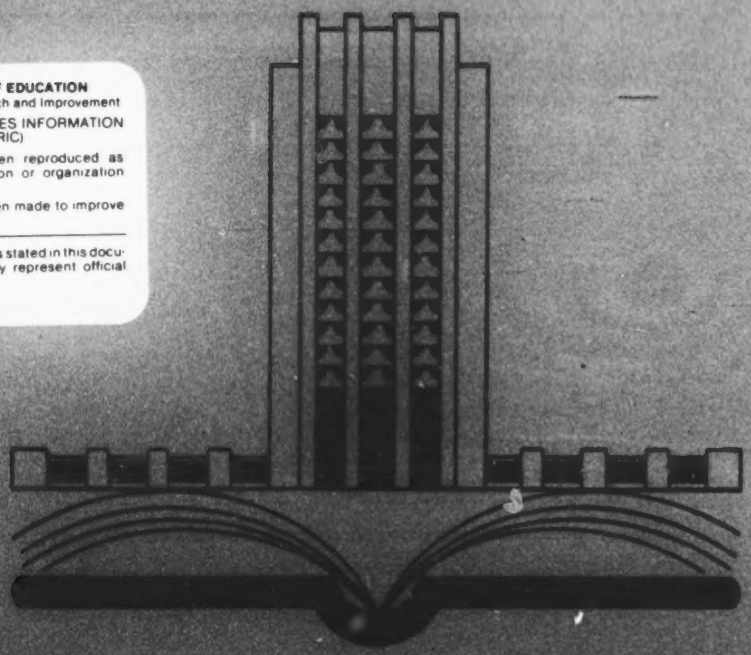

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A Professional Research and Knowledge
Taxonomy for Youth Development

Youth Program Management

Sandra L. Facinoli
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National Agricultural Library
United States Department of Agriculture

Special thanks go to NAL support staff, Becky Thompson

Background

The Professional Knowledge and Research Base of Extension 4-H Youth Development (4hprk) was a project funded by the Extension Service, U.S. Department of Agriculture. Two Land-Grant Universities cooperated with officials from the Extension Service and the National Agricultural Library (NAL) to identify the knowledge and research base of Extension 4-H Youth Development education and to abstract/compile the foundation materials to strengthen research-based 4-H youth development education throughout the United States.

Professional Research Knowledge Taxonomy Created

The Cooperative Extension Service, Mississippi State University completed the identification, collection, and annotation of works of research and inquiry related to Extension 4-H Youth Development from the academic, public and private sectors. The Ohio Cooperative Extension Service completed the identification and compilation of the knowledge base dimension of the project. This compilation represents the resources most frequently identified by Extension 4-H Youth Development professionals in the States as cornerstones for their educational programs.

The resources were subsequently sorted for the use of educators according to the five (5) basic component areas that comprise the identified knowledge base from which 4-H youth development proceeds: Communication, Educational Design, Youth Development, Youth Program Management, and Volunteerism.

Resources Housed at the National Agricultural Library (NAL)

A collection of resources identified as the 4-H professional, research and knowledge base (4hprk) is currently being assembled at NAL. Key research, books, and journal articles are being processed for the collection and subsequently added to AGRICOLA, NAL's national and international electronic database.

This bibliography, A Professional Research and Knowledge Taxonomy for Youth Development: Youth Program Management, was created by using the identifier "4hprk youth program management" during a search of the AGRICOLA database. Readers will find such subject matter as: administrative planning, organization, human resource management, control and budgeting, marketing, resource development, and recruitment/retention of members.

In addition to being accessible electronically, hard copies of the publications are also available through the interlibrary loan system of university and local libraries.

Accessibility to published literature is one of NAL's goals. Please refer to the end of this bibliography for information on how to obtain copies of these items.

Youth Development Information Center
Established at the National Agricultural Library

One result of this tremendous effort has been the formation of a Youth Development Information Center. A joint project of the Extension Service and the National Agricultural Library, the Center's staff assist youth development professionals with accessing the resources of the Library. The staff also assist the National Association of Extension 4-H Agents as they continue to identify and abstract resources for the 4hprk collection.

The Center staff work with other youth development agencies and organizations in the establishment of national youth information networks. Staff also identify materials for the national collection.

Services offered by the Center's professionals include: answering specific questions, referring users to other agencies and organizations, and conducting literature searches in a variety of databases.

Availability of Cited Documents

Non-USDA Patrons

The materials listed in this bibliography are available on interlibrary loan through your local library. The librarian in your public, State, university, or corporate library can assist you in obtaining materials either in your area or directly from the National Agricultural Library (NAL). Current charges are:

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0001
Adaptability and copability: a study of social systems, their environment, and survival.
Motamedi, K.K. New York : Holt, Rinehart, and Winston, c1985. The Planning of change / edited by Warren G. Bennis, Kenneth D. Benne, Robert Chin. p. 186-194. Includes references. (NAL Call No.: DNAL HM101.P558 1985).

0002
Advisory councils a theoretical and practical guide for program planners /Jacquelyn M. Cole, Maurice F. Cole.
Cole, Jacquelyn M. ; Cole, Maurice F.,; 1933-. Englewood Cliffs, N.J. : Prentice-Hall, c1983. Includes index. xiii, 207 p. : ill. ; 24 cm. Bibliography: p. 195-199. (NAL Call No.: DNAL LC220.C64).
Abstract: This book is a comprehensive approach to training persons to utilize advisory groups in program development. The content focuses on the concepts, theories, instructional components, citizen involvement, and models of successful advisory council. It t contains practical information and applications on topics such as how to construct an agenda, how to conduct effective meetings, group decision making, interpersonl communications, and program planning through groups. Examples and illustrations are drawn from the Cooperative Extension Service.

0003
Applied psychology in personnel management /Wayne F. Cascio.
Cascio, Wayne F. Englewood Cliffs, N.J. : Prentice-Hall, c1987. Includes indexes. xv, 510 p. : ill. ; 25 cm. Bibliography: p. 462-497. (NAL Call No.: DNAL HF5549.C297 1987).
Abstract: Personnel psychology, as defined by the author, is the application of psychological research and theory to problems of organizational human resource utilization. Written for individuals with some background in personnel management and basic statistics, the overall objective of the author is to help the student or professional effectively integrate psychological theory with appropriate tools and methodologies for increasing organizational effectiveness. The book begins with a discussion of the pervasive nature of organizations in human society followed by an overview of the legal considerations of employment and personnel management.~ A conceptual model for viewing the personnel process is introduced in Chapter 3 where an open systems approach portrays the topical areas of job analysis and evaluation, human resource planning, recruitment and initial screening, selection, training, and performance appraisal as a network of sequential, interdependent components comprising a complex personnel process. The model presented in Chapter 3 provides a framework and structure for the rest of the book. Each of the topical areas of the personnel process is sequentially addressed in subsequent chapters. Other major topics covered include: the law and personnel management; measurement of individual differences; compensation and rewards; and ethical issues in human resource management. The book places great emphasis on tne use of systematic and reliable procedures of measurement and assessment throughout the human resource management domain.

0004
Behavior in organizations /Lyman W. Porter, Edward E. Lawler, III and J. Richard Hackman.
Porter, Lyman W. ; Lawler, Edward E.~Hackman, J. Richard. New York : McGraw-Hill, 1975. xiv, 561 p. : ill. ; 25 cm. (NAL Call No.: DNAL HD31.P645).
Abstract: This book is designed to serve as an introduction to the study of individual behavior in organizations. Particular focus lies in the study of the interaction between individuals and organizations in a work environment. The book is organized into five parts. Part I includes a discussion of the nature of both individuals and organizations and presents a variety of viewpoints and theories for understanding and analyzing each. Part II investigates the initiation and development the relationship between organizations and individuals and the introduces basic concepts of career development processes. Structural processes affecting or influencing work behavior are discussed in Part III. Topics discussed include how contextual factors such as technology, society, environment, and human resources affect behavior; organizational design; and job design.~ Part IV deals primarily with the organizational functions of performance appraisal and evaluating and rewarding work effectiveness. Also included in Part IV is a discussion of the social influences on organizational members and performance. Part IV is devoted to the topical areas of planning, implementing, and evaluating organizational change efforts. Throughout the work, the authors place considerable emphasis on the analysis and implications derived from the material presented.

0005
Comparing theories of child development /R. Murray Thomas.
Thomas, R. Murray 1921-. Belmont, Calif. : Wadsworth Pub. Co., c1985. Includes indexes. xvii, 478 p. : ill. ; 24 cm. Bibliography: p. 452-467. (NAL Call No.: DNAL BF721.T456 1985).
Abstract: The purpose of this work is to provide the reader with a foundation for comparing theories of child development while acquainting the reader with key aspects of the theories presented. The author, recognizing there are more theories than can be a ddressed in a single work, has selected those theories that meet three criteria: 1) the theory has been popular; 2) the theory has been influential and ; 3) the theory is representative of a class of family of theories. Chapter One defines terms and describes standards or criteria often

used to distinguish "good theory" from "bad theory". Chapter Two focuses on the content characteristics of child development theories. Chapters Three through Sixteen capture key aspects of better known theories categorized as: theories from the past; developmental; psychoanalytic; language and thought; behaviorist; humanist. The theories of Piaget, Freud, Havighurst, Gesell, Vygotsky, Kohlberg and others are included.~ The final section of this work provides sources of further theories and an annotated bibliography.

0006
A comparison of attitudes toward competition in Ohio 4-H current 4-H members versus 4-H dropouts /by Christy Sue Collins.
Collins, Christy Sue, 1962-. 1986. Thesis (M.S.)--Ohio State University, 1986. Vita. viii, 98 leaves ; 28 cm. Bibliography: leaves 96-98. (NAL Call No.: DNAL S533.F66C622).
Abstract: The purpose of the study was to describe attitudes of current 4-H members and dropouts toward competition, and identify any existing differences. Preferences of members and dropouts toward direct versus indirect competition were also described an d compared. The population studied was 4-H members and 4-H dropouts. Questionnaires were mailed to 172 4-H members (80 percent response) and 172 dropouts (72 percent response). In attitudes toward competition, membership status was found to be significant. No significant differences were found on the basis of sex, age, or years in 4-H. Sex and membership status were found to be significant in preference toward direct versus indirect competition; age and years in 4-H age were not significant. All groups had negative attitudes toward competition. In addition, all groups preferred indirect competition.

0007
Computer simulation of policy alternatives of the Minnesota 4-H youth development program /by Laurel Eileen Stulken.
Stulken, Laurel Eileen. 1982. Thesis (Ph.D.)--University of Minnesota, 1982. Cover title.~ "September 1982.". iv, 166 leaves ; 28 cm. Bibliography: leaves 141-147. (NAL Call No.: DNAL S533.F66S82).
Abstract: Human Service organizations are influenced in significant ways by elements in their environment. The way Human Service organizations structure themselves, the technology they utilize and the environment in which they operate are the variables considered in this research model. A simulation model is constructed for the purpose of assisting decision makers in analyzing potential alternatives for decision making. The Human Service organization utilized for the purposes of this study was the Minnesota 4-H Youth Development program for the University of Minnesota Agricultural Extension Service. The model was constructed based on the theory of organizations which includes their structure, technology, and environment and the relationships between the same. A casual map of the relationships was developed. Indicators of structure, technology, and environment were identified and data for each indicator collected from the periods 1925-1980.

0008
Conversational planning.
Schon, D.A. New York : Holt, Rinehart, and Winston, c1985. The Planning of change / edited by Warren G. Bennis, Kenneth D. Benne, Robert Chin. p. 247-253. (NAL Call No.: DNAL HM101.P558 1985).

0009
A county marketing plan for the New Jersey 4-H prep program /by Judith S. Baillere.
Baillere, Judy S. 1983. Thesis (Master's)--Glassboro State College, 1983. v, 44, 32 leaves ; 29 cm. Bibliography: leaf 40. (NAL Call No.: DNAL S533.F66B34).
Abstract: This County Marketing Plan for the New Jersey 4-H Prep Program reflects a marketing profile of 4-H Preppers (7-9 years old) and their families researched in Salem and Gloucester Counties. The plan utilizes the classic P's of marketing and is supported by supplementary materials including Leader's Guide, news releases, public service announcements, brochures, and a slide tape presentation.

0010
The current state of planned changing in persons, groups, communities, and societies.
Benne, K.D. New York : Holt, Rinehart, and Winston, c1985. The Planning of change / edited by Warren G. Bennis, Kenneth D. Benne, Robert Chin. p. 68-82. Includes references. (NAL Call No.: DNAL HM101.P558 1985).

0011
Determining needed competencies of extension county 4-H agents and Developing a curriculum to provide those competencies /submitted by Charles W. Sappington ... et al. .
; Sappington, Charles Wesley.
Mississippi State, Miss. : Mississippi State University, Dept. of Agricultural and Extension Education, 1977 . At head of title: Final report. Special needs project.~ Cover title: Development of a curriculum for professional youth workers.~ "July, 1977.". viii leaves, 388 p. : ill., map ; 28 cm.
Bibliography: p. 369-388. (NAL Call No.: DNAL S534.M7D4).
Abstract: This project was to determine competencies needed by 4-H youth agents and develop a curriculum to provide those competencies. Seventy-five competencies in seven categories made up the instrument administered to 1,953 Extension workers and volunteer leaders representing 43 states. A curriculum based on this project's process should produce learners who can perform competently when employed and who have

the basic values and concepts necessary to solve problems and to cope effectively in various situations. This process follows the assumption that the competencies identified as being needed by your professionals require cognitive, affective, and psychomotor behaviors. Necessary concepts, values, and skills must be learned to properly perform the competencies. Such curricula leads to an education which will be operationally and occupationally beneficial and includes concepts, values, and skills which help individuals adapt and solve problems which are different from or in addition to the ones originally learned.

0012
The diffusion of QWL as a paradigm shift.
Mohrman, A.M. Jr. ; Lawler, E.E. III. New York : Holt, Rinehart, and Winston, c1985. The Planning of change / edited by Warren G. Bennis, Kenneth D. Benne, Robert Chin. p. 149-161. Includes references. (NAL Call No.: DNAL HM101.P558 1985).

0013
Essentials of management /Harold Koontz, Dyril O'Donnell, Heinz Weihrich.
Koontz, Harold, 1908-. ; O'Donnell, Cyril,; 1900--Weihrich, Heinz. New York : McGraw-Hill, c1986. "A concise version of the eight edition of the author's Management.". xxiii, 564 p. : ill. ; 24 cm. Includes bibliographies and indexes. (NAL Call No.: DNAL HD31.K62 1986).
Abstract: Essentials of management is a comprehensive treatment of the science and art of managing designed for broad-based utility for all levels of management and in all types of organizations. The authors maintain throughout that the functions of managers are essentially the same from top executives to first level supervisors and that the basics of management are applicable and relevant to anyone with managerial responsibility. The authors organize the book according to the major managerial functions of planning, organizing, staffing, leading, and controlling arranged in a comprehensive model of the management process. Part One covers the basics of management theory and science and different approaches to viewing organizations and management. Part Two deals with the managerial function of planning with chapters dealing with nature and purpose of planning, objectives, strategies and policies, and decision making.~ Part Three addresses the organizing function of a manager through chapters dealing with the nature and purpose of organizing, basic departmentation, line and staff aulthority, decentralization of authority, and enhancing the effectiveness of organization. Staffing is dealt with in Part Four. Topical areas include the nature and purpose of staffing, selection, performance appraisal, and the manager's role in organizational development. Part 5 addresses the concept of leading through chapters on managing and its relationship to human behavior, motivation and leadership, and communication. Finally the notion of control is discussed in Part Six. Chapters in this section address the process of controlling, information systems, controlling production and operations management, overall performance and preventive control. Case studies and examples are used throughout.

0014
An evaluation of the 4-H VISTA project 1982-83 /Diane Hedin and Paula Simon.
Hedin, Diane. S.l. : s.n., 1983? . 38, 2 p. ; 28 cm. (NAL Call No.: DNAL S533.F66H432).
Abstract: This study was conducted to explore whether 4-H had a role to play in inner city, minority communities in Minnesota and what the nature of that role should be. All but one of the VISTA's who were still working were personally interviewed. County agents who were responsible for supervising the VISTA's in their county were also asked to complete a short, two-page written questionnaire. A series of informal interviews were conducted with members of the 4-H state staff, who had direct responsibility for the program, a few Extension staff members in different communities were involved but did not supervise VISTA's and the State VISTA/Action coordinator who funded the project. The proposal and the quarterly reports were also analyzed. It was concluded that the following factors should be considered when lanching a similar effort:~ 4-H's orientation toward year-long planning cycles, and the difficulty of addng large new programs during that cycle; and the supervisor's experience with 4-H urban programming.

0015
An evaluation of training materials for county 4-H councils /by Arlene Kay Shew.
Shew, Arlene Kay. 1988. Thesis (M.S.)--Washington State University, 1988. vii, 138 leaves ; 28 cm. Bibliography: leaves 71-73. (NAL Call No.: DNAL S533.F66S58).
Abstract: This study focuses on county 4-H council training materials developed by Kentucky 4-H. The purpose is to make recommendations for maintaining or strengthening the content of the training materials against training objectives. An analysis of the training material content identified three categories: objectives, topics and sub-topics. An audit of the materials determined that all sub-topic and topic content categories supported a training objective. Two survey instruments were developed to measure the response of training participants to content ideas presented in two sessions. The study indicates response of participants of perceptions of change in understanding of content ideas resulting from training and recommendations made.

0016
Factors affecting the reenrollment and dropout rates in Wyoming 4-H clubs as perceived by younger first year 4-H members and their parents /by Kathleen E. Popken.
Popken, Kathleen E. 1986. Thesis (M.A.)--University of Wyoming, 1986. "August 1986.". viii, 160 p. : forms ; 28 cm. Bibliography: p. 124 -126. (NAL Call No.: DNAL S533.F66P66).
Abstract: This study was to determine the factors which affect a youth's decision to reenroll in or drop out of a 4-H club, after one year of membership. A sample of youth who enrolled in a Wyoming 4-H club at age eight and then either reenrolled or dropped out were sent a survey about their 4-H experience. Their parents were sent a similar instrument. A total of 250 of 540 surveys were returned and processed. Frequency and contingency tables were used to determine statistical significance of the responses. Results showed some significance between a youth's decision to reenroll or drop out and several of the factors noted on the survey instrument. Results also indicated a relationship between the parent's past 4-H experience, residence, educational level and the youth's decision to reenroll or drop out.

0017
Factors associated with participation of older 4-H members in West Baton Rouge Parish, 1980 /by Lorris Metz Rochon.
Rochon, Lorris Metz, 1942-. 1981. Thesis (M.S.)--Louisiana State University and Agricultural and Mechanical College, 1981. Vita.~ Typescript (photocopy). vi, 60 leaves ; 29 cm. Bibliography: leaves 46-47. (NAL Call No.: DNAL S533.F66R64).
Abstract: The purpose of the study was to determine the nature and extent of participation by older 4-H club members for use in future parish and state programming. Questionnaries were completed by 72 ninth, tenth, and eleventh grade club members attending the September 1980 4-H club meetings held with the three high school clubs. Correlation procedure and analysis of variance were used to test the relationship of the importance placed on the 4-H club versus participation in other clubs and relationships of cooperation, competition and satisfaction in the 4-H club with participation in 4-H programs. The findings indicate high family stability and residency tenure among the families of respondents. Club members and parents were club or organization oriented. Over one-half joined 4-H without any influence.

0018
Factors influencing State of Arizona Cooperative Extension 4-H agents to leave their profession /by Patrick Joseph Squire.
Squire, Patrick Joseph. 1982. Thesis (M.S.)--University of Arizona, 1982. Typescript (photocopy). viii, 86 leaves ; 28 cm. Bibliography: leaves 85-86. (NAL Call No.: DNAL S533.F66S68).
Abstract: This study identified the factors that influenced Arizona Cooperative Extension 4-H agents to leave their profession between 1970 and 1981. A population comprised of 21 current and 32 former Arizona Cooperative Extension 4-H agents was utilized. Data were collected via a mailed questionnaire. Salary, weekend and evening meetings and pay per hour of work had "very much influence" on the former 4-H agents' decision to leave their profession. Current 4-H agents also indicated that salary, weekend and evening meetings and pay per hour might influence 4-H agents to leave their profession. Working with youth to achieve goals and awards had more influence on both the former and current 4-H agents to enter 4-H as a profession than salary or their parents. Majority of the former 4-H agents who were employed at older ages (28 and above) tended to stay longer in the 4-H profession than those employed at younger ages.

0019
Factors limiting Hispanic involvement in 4H /by Mary Wavra Harmon.
Harmon, Mary Wavra. 1986. "A report presented to the Faculty of the School of Education, San Diego State University, in partial fulfillment of the requirements for the Course, Education 795A and B seminar, Dr. Alfredo Merino.". vi, 65 leaves ; 28 cm. Bibliography: leaves 52 -55. (NAL Call No.: DNAL S533.F66H255).
Abstract: The 4-H program in Imperial county is mainly participated in by middle-class Anglo youth, although the county's minority population, particularly Hispanics, continues to increase. Reasons for the lack of Mexican-American involvement in Imperial county 4-H clubs is the major focus of this paper. Awareness, perception and parental support by the Hispanic community appear to be the major barriers to minority enrollment. This paper investigates these factors and draws conclusions based on data obtained through a sample survey of 119 Anglo and Hispanic fifth-graders.

0020
A Follow-up study of the National Youthworker Education Project, 1975-1980 preliminary report prepared for a Working Conference on Youthwork in the 80's, August 25-26, 1986 /sponsored by the Lilly Endowment, Inc. and the Center for Youth Development and Research.
St. Paul, Minn. : University of Minnesota, 1986?. 1 v. (various foliations) : ill. ; 28 cm. Includes bibliographical references. (NAL Call No.: DNAL HV11.F6).
Abstract: This is a preliminary report of the follow-up study of the National Youthworker Education Project that provides information on the current status of professional youthwork practice in the voluntary youth serving organizations and assesses the current in-service training needs of organization personnel who work both

directly and indirectly with youth. NYEP alumni were surveyed by telephone interview. All participants were asked to assess their experiences with the project and their opinions reported.

0021
The impact on the attitudes of 4-H policy council members, extension professionals and 4-H adult leaders on the incorporation of an urban 4-H program into the traditional program /by Charles Edward Williams.
Williams, Charles Edward. 1979. Thesis (D.Ed.)--Ball State University, 1979. Typescript (photocopy). 5, ix, 176 leaves ; 28 cm. Bibliography: leaves 169 -176. (NAL Call No.: DNAL S533.F66W544).
Abstract: The purpose was to analyze the impact on 4-H policy council members, Extension professionals and 4-H adult leaders regarding the incorporation of a 4-H urban program into the traditional 4-H program. The study was designed to provide data for Cooperative Extension Service personnel concerning the impact of changes in attitudes toward policy and administration of 4-H programs, as well as develop ways and means for the integration of an urban 4-H program into the traditional 4-H program. The documentation produced new base line information and will enhance efforts in determining resources, training and programmatic needs of an urban 4-H program.

0022
Innovation and entrepreneurship practice and principles /Peter F. Drucker.
Drucker, Peter Ferdinand, 1909-. New York : Perennial Library, 1986, c1985. Includes index. ix, 277 p. ; 21 cm. Bibliography: p. 267-268. (NAL Call No.: DNAL HD62.7.D7 1986).
Abstract: This book presents the actions and behaviors of entrepreneurs, which Drucker contends should be a part of every executive. An introduction on how innovation and entrepreneurship relate to the economy leads into the three parts of this book. Part I: The Practice of Innovation describes where and how the entrepreneur searches for innovative opportunities and developes that opportunity into a usable idea. Part II: The Practice of Entrepreneurship concerns the institutions that foster entrepreneurism. These consist of existing businesses, public-service institutions, and new ventures. This part also brings forth what is needed to be successful as an entrepreneur. Part III: Entrepreneurial Strategies offers ways to bring an innovation successfully into a market. This book concludes with how innovation and entrepreneurism relate to society.

0023
The Interrelationship of self-concept and performance and selected characteristics of extension 4-H youth agents within the Mississippi Cooperative Extension Service /by Jean Bonds Crane.
Crane, Jean Bonds. 1981. Thesis (Ed.D.) - Mississippi State University, 1981. Typescript (photocopy). xi, 69 leaves : ill. ; 28 cm. Bibliography: leaves 65-69. (NAL Call No.: DNAL S544.3.M7C7).
Abstract: The purpose of this study was to determine the interrelationship of the Mississippi Cooperative Extension Service 4-H Youth Agents' self-concept as measured by the MCES Performance Evaluation Instrument with selected characteristics. Statistical procedures consisted of determining central tendencies, frequencies, percentages, and stepwise multiple regression. Data analysis revealed no significant correlations between the scales related to personal, physical, family, moral, ethical, and social self and performance of 4-H Youth Agents. Stepwise multiple regression produced no combination of self-concept variables significantly related to overall performance of respondents. Only one variable, gender, explained a statistically significant portion of variance. Female agents scored higher than males on the performance rating. All the variables in the predictor set collectively explained 24.33 percent of the performance variance. The self-concept variables of self-criticism and moral-ethical self were not related enough to the performance measurement to enter the prediction equation.

0024
Keeping 4-H members.
Hartley, R.S. Madison : Extension Journal. Journal of extension. July/Aug 1983. v. 21. p. 19-24. Includes references. (NAL Call No.: DNAL 275.28 J82).
A completed West Virginia study determined re-enrollment and dropout rates of 76 first-year 4-H club members, ages 8-11. This study also examines factors that seemed to have a bearing on whether a person will stay in 4-H. Implications for curriculum, organizational, and personnel decisions were established. The community 4-H club program may increase the re-enrollment rate of its first-year members by making some program adjustments. The 4-H staff needs to encourage 4-H leaders to provide opportunities for member participation and recognition to meet the various needs of youth. The first-year 4-Her must take an active part in 4-H programs earlier in the club year. Volunteer 4-H leaders need to welcome and encourage parents and other family members to become involved in 4-H. Project learning, completion, and recognition in 4-H must be emphasized.

0025
Massachusetts Extension Agents' perceptions of the 4-H image /by Cathy Schwab Mullen.
Mullen, Cathy Schwab, 1952-. 1980. Thesis (M.S.)--Ohio State University, 1980. Typescript (photocopy). viii, 113 leaves : form ; 28 cm. Bibliography: leaves 112-113. (NAL Call No.: DNAL S534.M4M8).
Abstract: The overall purpose this study was to determine how the Extension

agents in Massachusetts preceived the image of 4-H and to determine the degree of relationship between the variables--position assignment; subject matter background; county populat ion; personal characteristics; and perceptions of the 4-H image. The population included all State 4-H staff members, County Extension Directors, and County 4-H Agents working in the 13 counties with Extension programs in Massachusetts. A survey instrument was used to obtain data. The Extension professionals have very similar perception of the 4-H image. The components of the 4-H program, viewed as having the most progressive images are 4-H school programs, 4-H, teen program and media. Subject matter background, training in communication, county population, 4-H enrollment, and position assignment do not affect the image.

0026
Measuring social intimacy in same-sex and opposite-sex contexts.
Craig-Bray, L. ; Adams, G.R. Tucson, AZ : H.E.L.P. Books. Journal of adolescent research. Spring 1986. v. 1 (1). p. 95-101. Includes references. (NAL Call No.: DNAL HQ793.J68).
A validation study of the social intimacy semi-structured interview, devised by Orlofsky, Marcia and Lesser (1973), was completed to establish predictive validity with self-reported loneliness, psychosocial intimacy capacity, andsocial interactions in same-sex and opposite-sex contexts. Twenty-three males and 25 females completed the intimacy interview, a loneliness scale, an intimacy scale, and the Rochester Interaction Record. Subjects were categorized using the intimacy interview into isolated, stereotyped and intimate statuses. The evidence suggests both divergence and convergence regarding expectations associated with predictive validity. The interview assessment showed strongest convergence with self-report scales measuring loneliness and intimacy capacity and weakest convergence with social behavior experiences.

0027
Moral dilemmas of managers.
Benne, K.D. New York : Holt, Rinehart, and Winston, c1985. The Planning of charge / edited by Warren G. Bennis, Kenneth D. Benne, Robert Chin. p. 471-479. (NAL Call No.: DNAL HM101.P558 1985).

0028
Motivation and work behavior / compiled by Richard M. Steers, Lyman W. Porter.
: Steers, Richard M.~Porter, Lyman W. New York : McGraw-Hill, c1983. xii, 658 p. : ill. ; 25 cm. Includes bibliographies and indexes. (NAL Call No.: DNAL HF5548.8.S719 1983).
Abstract: The overall purpose of the book is to integrate and synthesize key research efforts, theories, and applications in the area of work motivation into a single volume. The book presents a wide array of contemporary theories of motivation as well as ways they have been supported by research and practice. The link between motivation issues and other organizational functions is also exploed. The book is organized into four parts with Part I devoted to building a framework for understanding basic fundamentals of motivation theory as well as a reviw of historical approaches to the study of motivation. Part II introduces a number of contemporary theories and related research in the area of motivation. The authors sequentially introduce need theories of motivation, cognitive theories of motivation, and reinforcement theories of motivation, followed by a discussion of the applications of the cognitive and reinforcement theories.~ Part III adddresses key issues related to motivation in the work place and is intended to build a link between theory and practice. Topics addressed in Part III include reward systems in organizations, punishment and sanctions, job attitudes, stress, performance, social influences on motivation, employee attachments to organizations, job design, and cross-cultural influences on motivation and performance. Part IV attempts to summarize the most important concepts of work and motivation into a broad-based perspective for thinking about motivation issues. The authors make use of a number of contributing authors to explain key concepts, research and theories.

0029
The new competition /Philip Kotler, Liam Fahey, Somkid Jatusripitak.
Kotler, Philip. ; Fahey, Liam,; 1951--Somkid Jatusripitak. Englewood Cliffs, N.J. : Prentice-Hall, c1985. Includes index. xii, 292 p. : ill. ; 24 cm. Bibliography: p. 268-281. (NAL Call No.: DNAL HF5415.12.J3K6).
Abstract: Japan was a vanquished country after World War II, but it has since risen to become one of the worlds leading economic powers. This book examines the principles Japan used to make this rise to economic power. Part I: The Marketing Battleground examines Japan's record of success, with emphasis on the causes and marketing strategy that helped them aquire their economic power. Part II: Far Eastern Marketing Strategies: The Road To Domination discusses the range of marketing strategies that Japan used to enter markets, deeply penetrate those markets, confront opponents, and then dominate the market. Part III: Meeting The New Competition reveals how Western companies can respond to Japan's marketing strategy. This book contains many examples of the methods Japan used to enter different markets and used their marketing strategy dominate.

0030
Often difficult--but worth it. Collaboration among professionals.
Walker, J.A. Madison, Wis. : Extension Journal. Journal of extension. Winter 1988. v. 27. p. 8-10. (NAL Call No.: DNAL 275.28 J82).
This article examines the problems encountered to achieve a successful collaborative effort between extension professionals and academic researchers. A joint effort between the Minnesota Extension Service and the University of Minnesota School of Medicine on stress, depression and suicide prevention among teens is used for this analysis. A description of the program is first provided. Next, the issues in collaboration are highlighted, and finally the lessons drawn from this type of project are enumerated.

0031
Organizational behavior /Don Hellriegel, John W. Slocum, Richard W. Woodman.
Hellriegel, Don. ; Slocum, John W.-Woodman, Richard W. St. Paul : West, c1986. xix, 651 p. : ill. ; 27 cm. Includes bibliographies and indexes. (NAL Call No.: DNAL HD58.7.H44 1986).
Abstract: This updated, revised and restructured edition is designed for an introductory level course in organizational behavior. The book focuses on the development of individual and managerial competencies including: self-awareness, stress, creative problem solving, communication, motivation, leadership skills, conflict management and delegating decision making. A "Preview Case" at the beginning of each section provides the basis for understanding the importance of each concept presented to managers, professionals and other employees of the organization. In recognition of the global nature of the economy, an international theme is presented throughout the book. The work is divided into six parts. The introduction covers the nature of managerial work, the book's framework, ways to look at organizational behavior and ways to learn about management and organization behavior.- Part II focuses on individual processes and, in five chapters, looks at personality and attitudes, perception and attribution, managerial problem solving styles, learning and reinforcement and work motivation. In part III the authors address interpersonal and group processes including: interpersonal communication, dynamics within groups, dynamics between groups and leadership. Part IV is devoted to organizational processes - organizational culture, job design and organization design. In four chapters, part V builds on preceding chapters and suggests a variety of linkages among individual, group and organizational processes. Included are decision making/goal setting, power/political behavior, conflict within organizations and work stress. Finally, part VI covers career planning and development, and the nature of and approaches to planned organizational change.

0032
Organizations structures, processes, and outcomes /Richard H. Hall.
Hall, Richard H., 1934-. Englewood Cliffs, N.J. : Prentice-Hall, c1987. Includes indexes. x, 358 p. : ill. ; 24 cm. Bibliography: p. 315-339. (NAL Call No.: DNAL HM131.H237 1987).
Abstract: A key focus of the 4th Edition is on organization outcomes and their effects on individuals, groups of individuals, communities, and society in general. The initial chapter of the book devoted to organizational outcomes provides a framework for examining the internal structure and function of organizations as well as the environments in which they operate. The author then discusses the nature and types of organizations from a variety of perspectives including a discussion of the ontological debate as to the true existence of organizations. Chapters 3 and 4 discuss the structure issues of complexity, formalization, centralization, context, and design. Chapters 5 through 8 address the processual components of organizational analysis, specifically, power, leadership and decision making, communications, and organizational change.- Also a key focus of the 4th Edition is an expanded emphasis on the environments in which organizations operate and their impact on organizational decisions and performance. The concept of organizational environments is discussed in Chapters 9 and 10. Chapter 11 deals exclusively with the concept of oganizational effectiveness and begins with an overview of several models for assessing organizational peformance. A contradiction model is presented as a plausible way of analyzing organizational effectiveness across a variety of performance dimensions. The text concludes with a short chapter on organizational theory. The book provides the reader with foundation knowledge necessary to understand and use organizations to achieve meaningful outcomes. The author equally treats all types of organizations and makes specifi mention of volunteer organizations in the text.

0033
Perceptions held by superintendents, principals, and teachers of the South Carolina 4-H in-school educational program /by William Cherry Clinkscales.
Clinkscales, William Cherry, 1943-. 1984. Thesis (Ed. D.)--Virginia Polytechnic Institute and State University, 1984.. Vita.- Typescript (photocopy). xii, 185 leaves : forms ; 28 cm. Bibliography: leaves 135-140. (NAL Call No.: DNAL S533.F66C55).
Abstract: This study investigated perceptions held by public school personnel of the South Carolina program with respect to 4-H curriculum, state 4-H program objectives, utilization of teachers as volunteers, the Extension Agent's role, school personnel involvement in planning 4-H programs, use of communications media and certain

aspects of utilizing volunteers from outside the school, and whether the perceptions varied in relation to the respondent's school type, school setting, and the person's own prior 4-H experience. The research design was a survey research design with a mail questionnaire. The target populations were superintendents, principals and teachers of South Carolina public schools. The statistical analysis included the Chi-Square test of independence. The data showed that the elements of the 4-H program are frequently observed by public school personnel.

0034
Perceptions of who should perform selected 4-H tasks in Montana /by David Laurits Bertelsen.
Bertelsen, David Laurits. 1987. Thesis (M.S.)--Montana State University, 1987. viii, 56 leaves : forms ; 28 cm. Bibliography: leaves 43-44. (NAL Call No.: DNAL S533.F66B485).
Abstract: This study determined perceptions of 4-H program assistants, county agents, and 4-H leaders regarding who should perform selected tasks. Data were collected from 14 county agents, 13 program assistants and 310 leaders in the 14 counties of Montana having program assistants. Findings indicate differences in perception of program assistants, county agents, and 4-H leaders regarding who should perform the majority of the selected tasks to meet the needs of the 4-h program in Montana. There was not always a clear understanding of who should perform the selected tasks; county agents and program assistants saw themselves as performing but not having primary responsibility for many of the same tasks. Recommendations include increased communication as to responsibilities for certain tasks and clear job descriptions for all concerned.

0035
Perceptions of 4-H organizational leaders about their leadership capabilities and functions, St. Landry Parish, 1982 /by Margaret Hodges Frey.
Frey, Margaret Hodges, 1950-. 1982. Thesis (M.S.)--Louisiana State University and Agricultural and Mechanical College, 1982. Vita.- Abstract inserted.- "December 1982.". ix, 89 leaves : ill., forms ; 29 cm. Bibliography: leaves 80-82. (NAL Call No.: DNAL GV181.4.F7).
Abstract: This study was to determine leader participation in 4-H and self-perception of leadership capabilities and functions as related to age and leader tenure. The participants of this study were the total population of St. Landry 4-H organizational le aders. Personal interviews were conducted with each of the participants. Frequency distribution, analysis of variance, correlation coefficient and chi-square procedures were used for statistical analysis. The results indicated that the majority of 4-H leaders were female, black, 31-40 years of age, and had a bachelor's degree. Highly significant relationships were observed between leader understanding of 4-H functions and age, tenure in St. Landry Parish and total tenure.

0036
The Planning of change / edited by Warren G. Bennis, Kenneth D. Benne, Robert Chin.
; Bennis, Warren G.-Benne, Kenneth Dean.; 1908--Chin, Robert.; 1918-. New York : Holt, Rinehart, and Winston, c1985. viii, 487 p. : ill. ; 24 cm. Includes bibliographies and index. (NAL Call No.: DNAL HM101.P558 1985).
Abstract: The book is comprised of a assemblage of essays, readings and assorted works by broad array of authors, each making a contribution to achieving the book's central goal of helping the reader in the application of valid and appropriate knowledge in human affairs for the purpose of creating intelligent action necessary to bring about planned change. Planned change is described as a conscious, deliberate, and collaborative effort to improve the operation of a human system. Greatest emphasis is placed on the processes of planned change, on how change is created, implemented, evaluated, maintained, and resisted. Other topics discussed include the social and psychological consequences of planned change, antecedent conditions for change, strategies for effecting change, plus the role of training, consulting, and applied research in creating and maintaining change.- The book is organized into four sections, with Part I devoted a retrospective look at the history of planned change and outlines the development of the theory and practice in the field. Part II deals with the concept of systems analysis as a tool for observing and diagnosing the current state of human systems. The actual planning and intervention processes involved in enacting change are discussed in Part III. Finally, Part IV addresses the concept of values and goals as key factors in determining the success of a change effort.

0037
Principles of marketing /Philip Kotler.
Kotler, Philip. Englewood Cliffs, N.J. : Prentice-Hall, c1986. xxiv, 774 p. : ill. (some col.) ; 25 cm. Includes bibliographies and indexes. (NAL Call No.: DNAL HF5415.K62 1986).
Abstract: This book contains information on marketing, marketing management, and the marketing concept. Marketing is the study of the exchange process, marketing management is the improvement of marketing to benefit all those involved, and the marketing concept is the philosophy that if an organization satisfies their customers, they are likely to return a profit. Part One: Understanding Marketing introduces the reader to the role of marketing in the economy. How companies obtain marketing information is covered in Part II: Organizing The Marketing Planning Process, while Part III: Analyzing

Marketing Opportunities describes the marketing environment and its needs and buying patterns. Part IV: Selecting Target Markets deals with measuring and forecasting demand and Part V: Developing The Marketing Mix, involves the realms of designing, pricing, placing, and promoting products and services. Part VI: Managing The Marketing Effort involves the marketing management systems used by companies to implement, organize, and control the marketing effort.~ This book ends with Part VII: Extending Marketing, which covers international marketing, service marketing, and non-profit marketing while concluding with a discussion of marketing's impact on society. This book presents an overview of the marketing process, from its role in society to the actual organizing of a marketing effort.

0038
Principles of marketing /Philip Kotler, Gary Armstrong.
Kotler, Philip. ; Armstrong, Gary. Englewood Cliffs, N.J. : Prentice Hall, 1989. xxiv, 661 p. : ill. ; 26 cm. Includes bibliographies and indexes. (NAL Call No.: DNAL HF5415.K62 1989).
Abstract: This book presents information on a comprehensive range of marketing topics for the beginning marketing student. The text takes a practical, managerial approach to marketing and provides examples and applications of marketing decisions that managers must make when they are balancing their organization's objectives and resources against needs and opportunities in the marketplace. Topics include: the social foundations of marketing, analyzing market opportunities, selecting target markets, developing the market mix, managing the marketing effort, and extending marketing.

0039
Private support for Arizona 4-H /by Thomas Morton Dala Moe.
Moe, Thomas Morton Dala. 1980. Thesis (M.S.)--University of Arizona, 1980. Typescript (photocopy). x, 76 leaves ; 28 cm. Bibliography: leaves 75-76. (NAL Call No.: DNAL S533.F66M58).
Abstract: Study to identify and quantify the private citizen and organizational dollar-support, in-kind physical resource support, and adult volunteer leader time and material support contributed to Arizona 4-H programs. Data were collected from the State 4-H office, State 4-H Foundation, the County 4-H offices and 4-H Leaders Council and a stratified sample of 4-H Adult Volunteer Leaders from all the counties in the state. The total calculated value of all sources was $2,468,690. The total value of all Adult Volunteer Leaders hours contributed to Arizona 4-H fiscal year 1979 was $2,727,028. Value of private contributions to Arizona 4-H in 1979 was $6,071,574. This total private support for Arizona 4-H gave a ratio of 5.27 for every one dollar of public support for Arizona 4-H.

0040
Professional competencies needed by 4-H extension agents as acquired during preservice, first year and continuing inservice training /by Gail Poffenberger Yeiser.
Yeiser, Gail Poffenberger, 1953-. 1982. Thesis (M.S.)--University of Maryland, 1982. Typescript.~ Vita. vii, 170 leaves ; 28 cm. Bibliography: leaves 167-170. (NAL Call No.: DNAL S533.F66Y4).
Abstract: The purpose of this study was to identify competencies that are needed by a 4-H Extension agent at the entry level; by the end of the first year of employment; or later in one's career through graduate school and inservice training. A nationwide study was conducted by survey to a stratified random sample of 200 4-H Extension agents. The instrument consisted of 450 competency statements. Data were analyzed by using the SPSS computer program. It was found that 92% of the competencies listed were felt to be needed at some time in the career of a 4-H Extension agent by 90-100% of the respondents. The final product of this study is a proposed three part self assessment instrument composed of 447 competency statement.

0041
Putting the boys in the picture a review of programs to promote sexual responsibility among young males /Joy G. Dryfoos.
Dryfoos, Joy G. Santa Cruz, CA : Network Publications, 1988. "A report to the Carnegie Corporation, 1988.". x, 108 p. 28 cm. Bibliography: p. 105-108. (NAL Call No.: DNAL HQ57.D7).
Abstract: This book focuses entirely on pregnancy prevention and young males. It includes background material on sexual activity among young males, contraceptions and statistics on fatherhood among male teens. The primary objective of the book is to categorize and summarize a number of the different approaches used in male involvement programs. Included are programs involving sex education, decision making and life planning, parent involvement, teen theatre, teen peer advocates, condom distribution, male outreach programs, clinic based programs, comprehensive health and social services, school based clinics, services that "add on" pregnancy prevention, AIDS prevention and youth-serving organizations efforts. The book also includes a section of recommendations on how to foster responsible sexual behavior on the part of adolescent boys as well as strategies for implementing objectives.

0042
Reaching outschool-based community service programs.
Washington, D.C. : National Crime Prevention Council, c1988. 109 p. : forms ; 26 cm. Bibliography: p. 103. (NAL Call No.: DNAL HV41.R42).
Abstract: This book serves as a guide to the devel pment of programs for youth in community service. Topics include: youth

as a resource in school based programs; the needs of adolescents to connect with school, community, and family; and, starting and maintaining a school-based service program. Profiles of 33 projects in existence around the nation are included. Samples of forms to use for administration and evaluation of project are provided. A bibliography and a list of national resources, including 4-H are cited.

0043
The relationship between the extent to which a county is rural or urban and the characteristics of a county's 4-H program /by Juanita Elveta Miller.
Miller, Juanita Elveta, 1945-. 1985. Thesis (Ph. D.)--Ohio State University, 1985. Vita. ix, 195 leaves : maps ; 28 cm. Bibliography: leaves 193-195. (NAL Call No.: DNAL S533.F66M538).
Abstract: The purpose of this study was to investigate the extent to which the current 4-H program in Ohio is serving urban clientele in the counties. The sampling units for this study were the 88 counties of Ohio and the sources of data were the 1980 Census Data, the Ohio 4-H Statistical Report, October 1, 1982 - September 30, 1983, and the "Ohio Cooperative Extension Service - Local Needs Survey. The conclusions of this study are that six counties have 90% or higher urban population and a total of 31 counties have 50% or higher. There is a very strong negative relationship between the extent to which the county is urban and the percent of potential 4-H members reached. There is a low positive relationship between the extent to which the county is urban and the percent of females enrolled in the program.

0044
The relationship of marketing activities and promotional methods used with county 4-H club membership in New Jersey and Ohio /by Keith George Diem.
Diem, Keith George. 1987. Thesis (Ph. D.)--Ohio State University, 1987. xiv, 198 leaves : ill. ; 28 cm. Bibliography: leaves 194-198. (NAL Call No.: DNAL S533.F66D5).
Abstract: A mail questionnaire developed by the researcher was used to collect data regarding promotional methods and marketing activities used by 107 county 4-H programs in New Jersey and Ohio. Information was also gathered from U.S. Census Reports and Cooperative Extension Statistical Reports. Descriptive statistics regarding the frequency and type of promotional methods and marketing activities used are presented. No significant relationships were found between degree of use of promotional methods and degree of use of marketing activities with 4-H club membership. Percent of a county's population living in urban areas was found to be the single best prediction of percent of potential youth served by 4-H clubs, explaining 61 percent of the variance.

0045
A Resource manual for dropout prevention and recovery programs
Atlanta, Ga. : Georgia Dept. of Education, 1988 . 1 v. (various pagings) : ill. ; 30 cm. Includes bibliographies. (NAL Call No.: DNAL LC146.5.R4).
Abstract: This manual was developed to assist Georgia school systems in their efforts to address and respond to the school dropout problem. It is part of an on-going effort to keep students in school and to encourage and provide additional education, training, and services for youth-at-risk as students and dropouts. The main purpose of this document is to facilitate the reduction of the Georgia dropout problem by promoting administrators, the program directors. The information presented in this manual reflects the unique needs and goals of the State of Georgia.

0046
Rhode Island 4-H leadership development impact study /J. Whitney Bancroft, research supervisor ; Gail P. Yeiser, researcher.
; Bancroft, Jonathan Whitney.~Yeiser, Gail Poffenberger,; 1953-. Providence, R.I. : Rhode Island Cooperative Extension, 1985 . Cover title.~ "November, 1985."~ "Control number RI 31 I5.". iii, 45 leaves ; 28 cm. Includes bibliographies. (NAL Call No.: DNAL S533.F66R3).
Abstract: This report assesses youth programs that develop leadershop skills in order to determine the relationship between 4-H leadership development programs and adult leadership behavior. Adults with 4-H experience as youth and a sample of 4-H adults we re interviewed. 4-H experiences and adult leadership behavior are examined. Program methods were compared to determine how they relate to leadership development.

0047
Societal codes for responding to dissent.
Katz, R. New York : Holt, Rinehart, and Winston, c1985. The Planning of change / edited by Warren G. Bennis, Kenneth D. Benne, Robert Chin. p. 354-367. Includes references. (NAL Call No.: DNAL HM101.P558 1985).

0048
Strategic marketing for educational institutions /Philip Kotler, Karen F.A. Fox.
Kotler, Philip. ; Fox, Karen F. A.,; 1944-. Englewood Cliffs, N.J. : Prentice-Hall, c1985. xv, 396 p. : ill. ; 24 cm. Includes bibliographies and index. (NAL Call No.: DNAL LB2806.K67).
Abstract: Applied in nature, the text is designed for educational administrators seeking to employ marketing principles to increase the effectiveness of the organization with which they are involved. The authors sequentially introduce and explain basic principles of marketing as this relate to educational institutions and demonstrate

their applicability to achieving the objectives of the organization through the use of cases and examples. The book is divided into six parts. Part I introduces basic elements of understanding marketing and how it relates to educational institutions. Part II introduces a step-by-step process for developing and implementing a marketing plan. Topics covered by the chapters in Part II include the marketing planning process, environmental assessment, defining institutional resources and direction, and formulating a marketing strategy. Part II is devoted to helping the reader develop a working understanding of the concept of markets.~ Part IV discusses establishing a marketing mix through designing and pricing educational programs, making educational programs available to intended audiences, communication with publics, and advertising the programs offered. Part V deals with applying marketing principles attract and retain both students and financial support. Finally, Part VI deals with evaluating the effectiveness of marketing efforts.

0049
Strategic marketing for nonprofit organizations /Philip Kotler, Alan R. Andreasen.
Kotler, Philip. ; Andreasen, Alan R.,; 1934-~Kotler, Philip. Englewood Cliffs, N.J. : Prentice-Hall, c1987. Rev. ed. of: Marketing for nonprofit organizations / Philip Kotler. 2nd ed. 1982. xvi, 670 p. : ill. ; 24 cm. Includes bibliographies and indexes. (NAL Call No.: DNAL HF5415.K631 1987).
Abstract: This text applies the basic principles and practices of marketing to a nonprofit environment and introduces the reader to basic concepts and tools for developing and implementing and managing a marketing effort. Part One focuses on developing a philosophy for marketing and is keyed primarily on the notion of developing a customer orientation. Part Two deals primarily with strategic planning and organization and covers the topical areas of the strategic marketing planning process, marketing research, market measurement and forecasting marketing planning, organization, leveraging limited resources, and fund raising. Part Three discusses a wide array of conceptual tools for determining an acceptable marketing mix. In Part Three the authors explain the notion of a marketing mix; describes differences in marketing programs for products, services, and desirable social behaviors; discusses management of the marketing effort; as well as basic concepts in the communication process and their relationship to marketing. Part Four deals exclusively with the notion of evaluation and control in the marketing process.

0050
Strategic organizational communication cultures, situations, and adaptation /Charles Conrad.
Conrad, Charles. ; Center, Allen H.~Broom, Glen M. New York : Holt, Rinehart, and Winston, c1985. Includes indexes. xi, 339 p. : ill. ; 24 cm. Bibliography: p. 312-324. (NAL Call No.: DNAL HM258.C63).
Abstract: The central purposes of the book are provide readers with an overview of the ways communication processes affect the nature of organizations and to provide practical experience in utilization of analytial processes to select among viable organizational communication strategies. Consequently, the text is divided into two units, with each unit addressing one of the two main purposes. Unit I surveys the role of communication in creating various organizational "realities" or "cultures". Four basic typ es of organizations and the inherent limitations of each are discussed: traditional organizations, human relations organizations, human resource organizations, and systems-contingency organizations. Unit II adresses issues related to coping with organizational situations from a communications approach.~ Topics addressed in Unit II include: power and politics in organizations analyzing organizational situations, adapting to organizational situations, managing conflict, managing stress, and sex roles. The text addresses the process of communication as an integral part of organizational life and stresses the importance of an employee being able to analyze a situtation, select an appropriate communication strategy, and employ it effectively.

0051
A survey of referral activities of agencies serving the adolescents.
Reis, J. ; Bennett, S.~Herz, E.~Gehm, J. San Diego, Calif. : Libra Publishers. Adolescence. Winter 1988. v. 23 (92). p. 847-862. Includes references. (NAL Call No.: DNAL HQ793.A44).
The referral activities of 373 agencies (38.4% of the sample originally polled) are presented with regard to health care, educational, and social services for teenagers residing in a midwestern metropolitan area. Approximately 66% of the responding agencies receive referrals from without and 87% make referrals to other organizations, with counseling and psychiatry, family planning, and general medical care being the most commonly sought services. Social service agencies had the highest volume of referrals and hospitals the lowest. The results of the survey are discussed in terms of the official recommendations made for coordinated services for teenagers, predicted cutbacks in preventive services, and the special needs of adolescents.

0052
A Taxonomy of the Knowledge Base for 4-H Youth Development Education phase 1 /Charles W. Lifer, project director ; Gary W. Gerhard, researcher.
; Lifer, Charles W.~Gerhard, Charles W. Washington, D.C. : Cooperative Extension System, 1987. Final report.~ "A project conducted jointly by the 4-H Youth Development Unit of the Cooperative Extension Service and the United States Department of Agriculture, Science and Education/Extension Service"--Cover.~ August 1987.~ OSU-PRK-1. 1 v. (various pagings) : ill. ; 28 cm. (NAL Call No.: DNAL aS533.F66T3).
Abstract: The Knowledge & Research Base of Extension 4-H Youth Development is funded by the Extension Service of the United States Department of Agriculture, Science and Education Office. Two Land-Grant Universities cooperated with officials of USDA and the National Agriculture Library, Beltsville, Maryland, to identify the knowledge and research base of Extension 4-H Youth Development education and extract/compile the foundation materials for a database to strengthen researched based 4-H youth development education throughout the United States of America. Lists of Books, Journals, Associations, Organizations, In-Service Education in Cooperative Extension Services, Knowledgeable Individuals, Coursework, and Other Resources have been sorted for the use of educators according to the five basic component areas that comprise the identified knowledge base from which 4-H youth development proceeds: Communication; Educational Design, Youth Development, Youth Program Management, and Volunteerism.~ This information will comprise the underpinnings of an electronic database entitled "4h prk" to be housed at National Agriculture Library (NAL) and accessible both electronically and hard-copy loan to youth development educators through the AGRICOLA and Inter-library loan systems.

0053
To improve innovation, manage corporate culture.
Snyder, R.C. New York : Holt, Rinehart, and Winston, c1985. The Planning of change / edited by Warren G. Bennis, Kenneth D. Benne, Robert Chin. p. 164-175. Includes references. (NAL Call No.: DNAL HM101.P558 1985).

0054
Usable knowledge: a metatheory of policy research in the social sciences.
Dunn, W.N. New York : Holt, Rinehart, and Winston, c1985. The Planning of change / edited by Warren G. Bennis, Kenneth D. Benne, Robert Chin. Literature review. p. 223-247. Includes references. (NAL Call No.: DNAL HM101.P558 1985).

0055
The utility of models of the environments of systems for practitioners.
Chin, R. New York : Holt, Rinehart, and Winston, c1985. The Planning of change / edited by Warren G. Bennis, Kenneth D. Benne, Robert Chin. p. 88-97. (NAL Call No.: DNAL HM101.P558 1985).

0056
The White House Conference for a Drug Free Americafinal report, June 1988.
Washington D.C. : The Conference : For sale by the Supt. of Docs., U.S. G.P.O., 1988 . iv, 238 p. ; 23 cm.
Bibliography: p. 187-190. (NAL Call No.: DNAL HV5825.W4).
Abstract: This is the final report of the White House Conference for a Drug Free America presented to the President of the United States and members of the 100th Congress. The primary aim of this conference was to gather integrated view points from American citizens on how to solve illegal drug problems in the country. The opinions of the following among others were sought: law enforcement, health care and research professionals; corporate and labor leaders; parents; and educators. The report examines the scope of the drug problem, the evolvement of the situation, and offers some solutions. Emphasis is placed on prevention recommendations. Resources on drug issues, recommended reading, and audiovisual materials are included.

0057
Youth development competencies desirable for Arizona volunteer 4-H leaders /by Gerald Wayen Olson.
Olson, Gerald Wayne. 1984. Thesis (M.S.)--University of Arizona, 1984. xi, 116 leaves ; 28 cm. Bibligraphy: leaves 113-116. (NAL Call No.: DNAL S533.F6604).
Abstract: The study identified 46 youth development competencies desirable for Arizona volunteer 4-H leaders to possess. The target population consisted of active 4-H leaders and all 4-H agents in Arizona. A mailed questionnaire was utilized. Differences b etween leaders and 4-H agent perceptions of the needed youth development competencies were determined. The findings indicated that 46 out of the 71 competencies were identified as "very important" by leaders or agents. The ranking of the competencies by leaders and agents were very similar. Competencies identified by both leaders and agents showed very few statistically significant differences.

0058
The 4-H agent's job: another look.
Goering, D.H. Madison : Extension Journal. Journal of extension. Jan/Feb 1980. v. 18. p. 23-28. Includes references. (NAL Call No.: DNAL 275.28 J82).
This Iowa study was done to identify the critical duties and tasks to be performed to successfully conduct an extension 4-H and youth program. The results of this study suggest that

there's a need for the 4-H and youth agents to emphasize the educational leadership tasks of their positions. Professional youth workers must continually guard against becoming a service oriented youth worker. By combining the results of this study with the several other role studies, and with the proper use of the 4-H program assistants now available in many counties, 4-H and youth agents have the opportunity to look at their position, asking: "Am I doing the most critical components of my position?" The identification of the critical components of the job should provide food for thought for the seasoned, experiences youth agents and thoughtful guidance to newly employed 4-H and youth agents, as they strive to succeed in their positions.

0059
4-H participation in Waseca County, Minnesota /submitted by Sheryl Pearson Nefstead.
Nefstead, Sheryl Pearson. 1981. Paper (M.Ed.)--University of Minnesota, 1981. "March 1981."~ Typescript (photocopy). 33, 16 leaves ; 28 cm. Bibliography: leaves 34-35 . (NAL Call No.: DNAL S533.F66N4).
Abstract: The purpose of this study was to determine reasons for the decrease in 4-H enrollment in Waseca county, Minnesota comparing presently enrolled members and members who had dropped out of the program. A sample survey was used with members enrolled and former members to determine reasons for remaining or dropping out of the 4-H program. The results indicated that the majority of members come from rural, two-parent, two children families where the mother is not employed outside the home. Youth dropped out of the 4-H program when mothers became employed outside the home and the fathers were not involved in the program. Dropouts expressed the following dislikes for the current program: 4-H record keeping system, club leaders, and club meetings. Members and non-members expressed the need to become more involved in their own program and to have offered to them more relevant programs based on needs of today's youth.

0060
4-H school enrichment projects as a precursor to traditional programming in a native American culture /by Galyn Knight.
Knight, Galyn. 1988. November, 1988. 5, 4 , 4 leaves ; 28 cm. Bibliography: leaf 4 . (NAL Call No.: DNAL S533.F66G32).
Abstract: Navajo Native Americans have historically been underrepresented when comparing their participation in the 4-H program against their total population. A 4-H school enrichment (SE) program was introduced into the Ganado Intermediate School during the 1984-85 year. Several different projects were offered. Data was collected to determine any shift in numbers of clubs or members within the study area. All new members and leaders belonging to traditional clubs within that area were surveyed to determine what effect, if any, the 4-H SE projects had in their decision to participate in a traditional 4-H club. Findings of this research indicate 4-H SE programs can be effective in creating traditional 4-H clubs. It is important that the SE program is enjoyable, that adults see the value of youth participation, and that they identify it with 4-H.

0061
4-H winners: what do we know about them?.
Jenson, G. ; Young, R.~Adams, G.~Schvaneveldt, J. Madison : Extension Journal. Journal of extension. Jan/Feb 1982. v. 20. p. 13-17. Includes references. (NAL Call No.: DNAL 275.28 J82).
The purpose of this study was to determine the image of 4-H as perceived by 4-H contest winners. A questionnaire asking about family life, friendships, amount of involvement by family members in 4-H, the perceived image of the community and peer groups about 4-H, and other related items was given to the contestants. The 6 top-ranked reasons expressed by respondents for joining 4-H listed parents being a leader first, followed by encouragement by friends, personal enrichment, horse projects, livestock shows, and because the whole family was involved. These data suggest a need for more 4-H evaluation research. The awareness of the need for more research in Utah has certainly been heightened by the rather sparse availability of quality evaluative research data. We realize, of course that this sample isn't representative of the average 4-H youth in Utah, or elsewhere, but the results nevertheless raise important questions and concerns that we as Extension workers must take into consideration as we plan and develop programs in the area of youth development and 4-H work.

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A 4-H youth worker's competency study.
Cheatham, Danny Lamar. 1976. Thesis (M.S.)--Mississippi State University. Department of Agricultural and Extension Education. xi, 166 leaves ; 28 cm. Bibliography: leaves 162 -166. (NAL Call No.: DNAL S533.F66C43).
Abstract: This investigation was to determine the competencies, as perceived by Extension workers, necessary for the successful operation of a 4-H program. Data were collected through a mailed questionnaire to which a sample of 146 Extension workers responded. Computations consisted of determining mean, frequency, percent, ranking within category, and overall ranking. Data analysis revealed that 144 of the original 157 competencies were rated need much or higher. Sixty of the competencies were rated halfway between need much and essential or higher. Administrative, communication, and program execution categories were consistently ranked higher while evaluation and resource development

consistently ranked lower. Program planning, staffing, and teaching were perceived as being generally equal in value for success in a 4-H program. Responses revealed that 4-H agents should be partially responsible for performing all the competencies and competencies should be acquired during in-service or on-the-job training.

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